



RESPONSE
REQUEST FOR INFORMATION RELATED TO INDIANAPOLIS
AIRPORT AUTHORITY'S PARKING FACILITIES
INDIANAPOLIS INTERNATIONAL AIRPORT
Indianapolis, Indiana

Prepared for:

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INDIANAPOLIS INTERNATIONAL AIRPORT



Due: Friday, March 26, 2010



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EXECUTIVE SUMMARY

Executive Summary

March 11, 2010

Mr. Jerry Wise
Treasurer
Indianapolis Airport Authority
7800 Col. H. Weir Cook Memorial Drive, Ste 100
Indianapolis, Indiana 46241

Republic Parking System Inc. is pleased to submit this response to Requests for Information Related to Indianapolis Airport Authority's Parking Facilities. We have thoroughly studied and become familiar with the Request for Information documentation as well as the parking operation. To that end, we have submitted a response with viable options outlining improvements to both efficiency and customer service under potential agreement scenarios. We have also offered several unique ideas and concepts to improve your parking operation and the overall experience for parking patrons at the Indianapolis International Airport while providing substantial financial return to Indianapolis Airport Authority.

Republic Parking System is the world's largest provider of on-site Airport parking and shuttle management services with 60 current On-site Airport contracts. We provide our clients with Self Parking, Valet Parking, Shuttle, Ground Transportation, and Taxi Starter services. Republic Parking System brings value-added services including extensive experience in the selection process and installation of revenue control systems, substantial investment and development of Airport parking facilities, exclusive airline miles customer loyalty programs customized to meet the needs of your Airport, consulting, and customer service training programs. Republic Parking System has experience with every major revenue control system on the market today including the Airport's current revenue control system.

Our knowledge and experience spans 44 years in the on-site Airport parking industry. Our stability is unparalleled, with one owner during our entire tenure. Our financial stability is unquestioned and our willingness to invest in our client's operation is unmatched. In addition, we have relationships with private equity and venture capital firms and have discussed this potential opportunity with them. This affords us the flexibility to pursue agreement options in concert with the Authority's chosen direction.

Our core Airport business is focused on providing parking management service and landside solutions to Airports similar in the size and scope to the Indianapolis International Airport. Memphis International Airport, Anchorage International Airport, Jacksonville International Airport, and Des Moines International Airport are just a few of those Airports. In addition to having a similar scope of services and being of comparative size, these current clients also require management of parking structures and shuttle bus services. At each of these Airports, Republic Parking System has delivered noticeable improvements to the parking and shuttle systems in the areas of customer service, revenue enhancement, operational efficiencies and cost savings for our client Airports. In fact, in each case you find that Airports in question found our service and financial performance superior to that of our predecessor.



EXECUTIVE SUMMARY

Republic Parking System also has the experience and history of long term leasing, investment, financing and development of parking systems and structure at airports. Our involvement has ranged from the development, design and construction of parking system and structures at Airports such as Gulfport-Biloxi International Airport to equipment and shuttle purchases for our clients in Airports such as Dayton International Airport, Ted Stevens Anchorage International Airport, and Blue Grass Airport in Lexington, Kentucky. Our investments in Airports have ranged from \$200,000 to \$18,500,000. We are excited about the opportunity to provide similar services and investments in the capacity desired by the Indianapolis Airport Authority.

We are confident that privatizing this operation will offer considerable savings over your current operation. In two recent airport Parking operations which we took over from self/in-house operations, we provided 50% greater return and reduced overall operational expenses by 20%. In this response we have also introduced some proven revenue enhancement, operational efficiencies, revenue control improvements and cost savings ideas to the Airport. A few illustrations of potential savings are staffing expense, volume discounts on supplies, as well as favorable credit card discount rates made possible by our overall company volume.

Our customer service, personnel development and training programs are unparalleled. We provide stringent initial screening, testing and hiring processes followed by detailed and industry focused customer service training. We provide on-going job training, on-line training and on-site customer service training. These are all accomplished through local management, as well as visits and training sessions from our corporate Human Resource Department. Our success and proven performance of these processes are verified and augmented by our independent mystery shopper program performed every month at every one of our Airports. These reports are shared with the Airport on a monthly basis.

Republic Parking System is the best solution for the Indianapolis Airport Authority for this opportunity. We are excited about the improvements and financial gains that the Authority can realize from your parking system.

We thank you in advance for your time and attention to our submittal. We look forward to your review of our response. We stand ready to provide any additional information or answer any questions you may have. Please feel free to contact me if I can be of assistance.

Sincerely,

A handwritten signature in black ink, appearing to read "Ch. J. H. Fug".



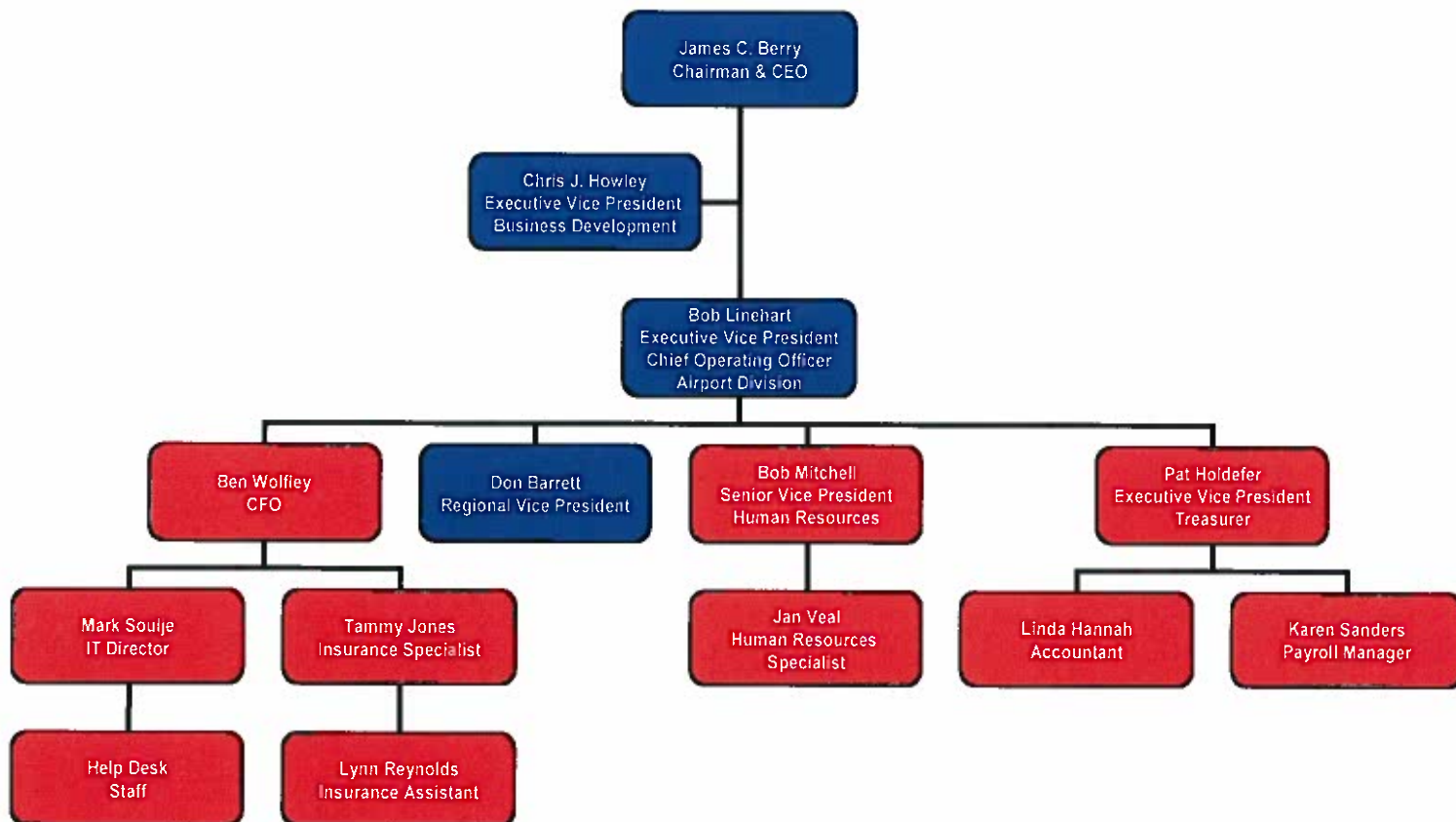
RFI 1.1, ITEM 1

Company Name and Contact Information

Republic Parking System, Inc.
633 Chestnut Street, Suite 2000
Chattanooga, Tennessee 37450
423.756.2771 (office)
423.265.5728 (fax)

Contact Person: Chris J. Howley, Executive Vice President
Email: chowley@republicparking.com

Republic Parking System, Inc. Organization Chart





Republic Parking System Team and Experience

Republic Parking System has a strong group of executives and managers that lead our efforts in parking and transportation management throughout the country. Led by our Founder and CEO, James C. Berry, this group holds in excess of 200 years of practical, hands-on experience in the Airport parking industry. Brief biographies of those team members follow. This is experience that cannot be duplicated because it comes from operating in the business and not from so-called transferable experience. No other business can prepare you for the challenges of this industry. It is the experiences of these people that generate the strong endorsements from our existing and former clients, as illustrated in their letters, who all agree that Republic Parking System is the premier operator.

James Berry - Chairman & Chief Executive Officer



Mr. Berry is the owner of Republic Parking System, Inc. He started in the parking business in 1949 with a major United States parking company. He was promoted to the Executive Officer and Director level. Mr. Berry left that company in 1965 and soon after formed what is known today as Republic Parking System. Since then, Mr. Berry has been a leader in the Airport Parking Industry, growing RPS to over 60 airports and 400 parking locations.

Chris Howley - Executive Vice President, CBDO



In Mr. Howley's role of Executive Vice President he is responsible for business development for Republic Parking System. Mr. Howley also provides consulting expertise in financing, design, development, long-term leasing and construction of facilities for our clients throughout the nation.

Starting with five years of experience in the hospitality industry working with the Marriott Corporation, Mr. Howley has followed with another 20 years experience in the parking industry. During the first five years of his parking experience, Mr. Howley was COO of a southeast parking company that did business in six (6) states. He has spent the last 15 years with Republic Parking System. His training and success in the customer service driven hospitality industry adds another dimension to Republic Parking that enhances our ability to understand the needs of our clientele, which enables us to better provide them with the best possible services.

Pat Holdefer - Executive Vice President & Treasurer



Ms. Holdefer joined Republic Parking System over 25 years ago. She began her career at Republic as an accountant and through dedication and hard work has risen to her current position of Executive Vice President & Treasurer. With Pat's leadership, the Accounting Division maintains data and essential information for all of Republic Parking System's locations.



Bob Linehart - Executive Vice President COO, Airport Division



Bob Linehart joined Republic Parking System as Vice President of the Airport Division in September 2004. After several years of providing excellent customer service, revenue control, and business development for our clients in the western half of the country, on January 1, 2010 he was promoted to Executive Vice President and Chief Operating Officer of the Airport Division. In his role, Bob has responsibility for all airport operations and market development for our airport clients in the United States. Bob reports directly to Jim Berry.

Prior to joining Republic Parking System, Bob served in a number of positions during a twenty-year career with The ServiceMaster Company and ARAMARK Corporation. His experience includes direct client account management, district management, account sales, and Regional Vice President for ARAMARK. Bob and his wife have three high school aged children, and reside in the Chattanooga area. He graduated from Oral Roberts University in 1983 with a B.S. in business management.

Robert Mitchell - Senior Vice President of Human Resources



Mr. Mitchell has over 18 years experience in the parking industry and more than 28 years in Human Resources. As a top H.R. Officer, he helped build a 24-store retail chain into a Fortune 500 company with more than 300 locations and 5 subsidiary companies in only 12 years. Accustomed to fast-track, high-growth organizations, Mr. Mitchell spends much of his time in the area of honing the skills of line personnel by conducting customer service, OSHA, basic supervision and management development workshops. He visits many major clients as often as four times per year to help recruit and train qualified employees.

Experienced in Personnel, Training, Administration and Operations, Mr. Mitchell holds a BSBA and attended Vanderbilt's Owen Graduate School of Management on an Executive MBA program. Currently, Mr. Mitchell is responsible for all aspects of Human Resources including Republic University, benefits, liability insurance and workers' compensation.

Benjamin D. Wolfley - Chief Financial Officer



Mr. Wolfley has more than 10 years experience in the parking industry and over twenty (20) years experience in accounting and finance. His experience includes 9 years in public accounting with Price Waterhouse and eleven (11) years in several positions as a principal financial executive. As a senior financial executive, Mr. Wolfley engineered public offerings, financing, private debt and equity placements ranging from \$1 million to \$400 million. Mr. Wolfley holds a Bachelor of Science degree in Accounting from the University of Utah, and is a Certified Public Accountant.



Don Barrett – Regional Vice President



Don Barrett started working with Republic Parking System as Assistant Location Manager at the Memphis International Airport. He went on to hold management positions at Lexington, Blue Grass Airport and Dayton International Airport. For the past five years Don has served as a Regional Manager and Assistant Vice President until his recent promotion to Regional Vice President. He has worked his way through our management system gaining hands-on operational experience along the way, always producing excellence in operations and client results. Don will be the main operational contact for the on-site management at Indianapolis International Airport.



RF1.1, ITEM 2

Technical and Practical Experience

Republic Parking System, Inc. was formed January 2, 1966, in Chattanooga, Tennessee where it maintains its Home Office to this date. At our inception, Republic Parking System had three (3) employees and first year annual sales of \$50,000. One of those three (3) employees was Founder, Owner and CEO James C. Berry. Mr. Berry remains extremely active in the day-to-day business of the Company as he did over 44 years ago. We have had one owner and incredible stability and growth during our 44 years.

Originally, the Company was founded to operate at airports and consequently was called Air Terminal Parking. As expansion into urban projects of downtown lots and parking garages took place, the name "Air Terminal" no longer seemed appropriate and in 1986 a new logo and the name of Republic Parking System was adopted.

Republic has over 2,500 employees with revenues in excess of \$300,000,000 annually. We are the largest privately held parking operation in the world as well as the largest on-site operator of Airport parking and transportation systems. We operate in over 90 cities and 39 states and manage operations at 60 airports and over 600 urban locations globally.

Republic Parking System is an energetic, innovative, professional parking firm. While we take pride in bringing the latest equipment applications and customer services to market, we still abide by our two primary founding goals: Provide the very best in both customer service and landlord financial return. We have earned the reputation of honesty, integrity, and being "*uncommonly good at what we do*". These philosophies, along with creating partnerships with our clients, have been the reason for our growth throughout our 40 year history.

We do not operate off-airport facilities that compete with airports. This is a conscious business decision on our part not to compete with on-airport parking. As a result, you can count on the fact that we have no intention of doing anything that would ever detract from your asset. We are focused on doing whatever it takes to make on-airport parking as successful as it can be. That attention to the needs of airports has led us to make many innovative moves over the years to assist our clients. Our revenue control systems are designed specifically for the size of the airport. Our procedures and controls have been honed over the years to deal with the issues and circumstances that present themselves in an airport.

Over the years we have developed the very best revenue control procedures. We use a fairly standard approach to what we do, but we stop short of the cookie cutter approach because we customize our procedures to serve each individual client. Proven methods are employed, but they are augmented by procedures that will enhance our controls in certain circumstances. After studying the particular circumstances for a given location and consulting with veterans from



our staff throughout the country, we will propose and implement additional procedures to ensure the tightest controls possible. In the last 15 years we have greatly expanded our emphasis on customer service. Without compromising accountability, we have instituted required training for our operations that focuses on delivering top notch customer service.

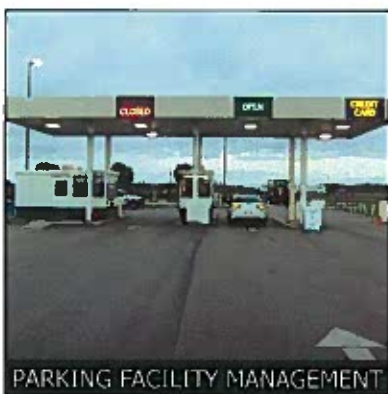
Republic Parking System has the experience of working with every major equipment and equipment provider. Our expertise includes use of all revenue control systems including but not limited to such components as cash registers, fee computers, machine readable ticket dispensers, credit card acceptance, on-line revenue control systems, automated license plate inventory, central cashiering, integrated credit card acceptance, Credit Card In/Credit Card Out (CCIO), Pay-on-Foot (POF), and Ticket In/Credit Card Out (TICO). Today's operations bear little resemblance to the first location that Air Terminal Parking operated, but two things are still very alive and well; James C. Berry is still the active owner of (now) Republic Parking System, and our focus on strong revenue control and good customer service has never wavered.

Enclosed you will find a listing of our current airport operations. That listing demonstrates for you that Republic Parking System meets and exceeds all the needs and qualifications required for the management and oversight of the Indianapolis International Airport. In addition, we have added a section that spotlights eight (8) of our 60 Airports that are similar scope. In that section we provided more statistical data than IAA requested, to illustrate our proven practical and technical experience and performance at Airports of your size. With your selection of RPS we will bring our vast experience to bear on behalf of the Indianapolis International Airport.

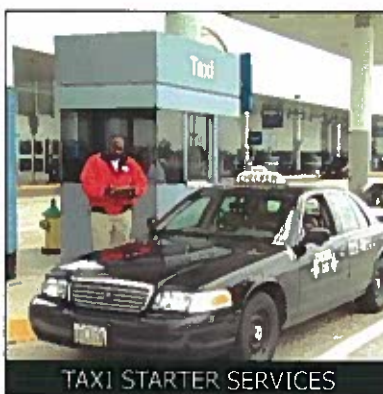
The experience that Republic Parking System has gained over the years cannot be overstated. We are aware of the challenges that face the Airports today and we are prepared to work with you to meet tomorrow's challenges.



Republic Parking System is a full service management company. In addition to managing traditional parking operations, we offer taxi starter services, shuttle bus services, valet parking services, sky caps, capital investment, and consulting services. Republic Parking System manages parking operations at more than 60 airports and 600 urban locations throughout the United States.



PARKING FACILITY MANAGEMENT



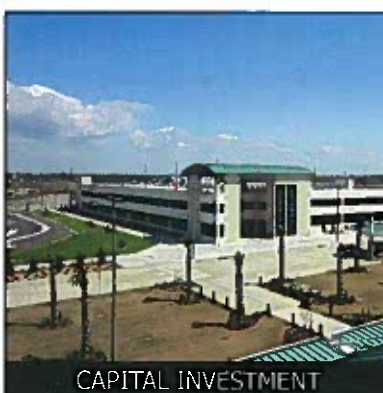
TAXI STARTER SERVICES



SHUTTLE BUS MANAGEMENT



VALET PARKING MANAGEMENT



CAPITAL INVESTMENT



CONSULTING SERVICES

We provide the finest client and customer service in the industry by maximizing client revenue, unparalleled professional service, fostering employee growth and development and providing strong leadership, training, management, while delivering excellent revenue control. We deliver our services with the objective of providing impeccable value to the clients and communities we serve.

Parking, shuttle services, and ground transportation are our core skills. We manage those operations with great efficiency so you can focus on your core skills: Aviation and all the activities in the terminal and on the field that make a great Airport.

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On-Airport Operations

Listed below is a sampling of the on-site Airport parking Operations currently under lease, concession or management by Republic Parking System.

Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	ANCHORAGE INTERNATIONAL AIRPORT, AK Self Park, Shuttle, Equipment Selection & Installation John Parrott, Airport Deputy Director 907/266-2529 Management 2005-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	ARCATA-EUREKA AIRPORT, California Self Park, Equipment Ms. Jacqueline Hulse, Airports Manager 707/839-5401 Lease/Concession 1975-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	AUGUSTA REGIONAL AIRPORT, GA Self Park, Equipment Gary La Telia, Airport Director 706/798-3236 Management 1666-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	BANGOR INTERNATIONAL AIRPORT, ME Self Park Ms. Rebecca Hupp, Airport Director 207/947-0384 Management 1998-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	BARNSTABLE MUNICIPAL AIRPORT, MA Self Park, Equipment, Investment Bud Breault, Airport Manager 508/775-2020 Lease/Concession 1994-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	BLUE GRASS AIRPORT, KY Self Park, Valet Mr. Eric Frankl, Airport Director 859/425-3100 Lease/Concession 1975-Present



Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	CHARLESTON COUNTY AVIATION AUTHORITY, SC Valet Mr. Sue Stevens, Director of Airports 843/767-7000 Lease/Concession 2004-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	CHATTANOOGA METROPOLITAN AIRPORT, TN Self Park, Shuttle Mr. Mike Landguth, President 423/855-2200 Management 1974-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	COLUMBIA METROPOLITAN AIRPORT, SC Self Park, Valet, CCIO, Pay on Foot, Equipment Mr. Dan Mann, Executive Director 803/822-5010 Management 2002-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	COLUMBUS METROPOLITAN AIRPORT, GA Self Park, Investment, Equipment Mr. Mark Oropeza, A.A.E. 706/324-2449 Lease/Concession 1987-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	DAYTON INTERNATIONAL AIRPORT, OH Parking, Shuttle, Valet, Taxi Starter, Equipment Iftikhar Ahmed, Director of Aviation 937/454-8200 Management/Hybrid 1998-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	DAYTONA BEACH INTERNATIONAL AIRPORT, FL Self Park, CCIO, Equipment Mr. Rick Karl, Airport Director 386/248-8030 Concession 1967-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	DENVER INTERNATIONAL AIRPORT, CO Taxi Starter Mr. Michael Percy, Assistant Director of Aviation/Landside 303/342-4050 Hourly Reimbursement 1994-Present



Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	DES MOINES INTERNATIONAL AIRPORT, IA Self Park, Shuttle, Equipment Mr. Tim Stiles, Deputy Director, Finance & Admin. 515/256-5389 Management 2007-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	DURANGO-LA PLATA COUNTY AIRPORT, CO Self-Park, Equipment Mr. Ron A. Dent, A.A.E., Director of Aviation 970/247-6050 Lease/Concession 1994-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	ELMIRA-CORNING REGIONAL AIRPORT, NY Self Park, Equipment Ms. Ann Crook, A.A.E., Airport Manager 607/739-5621 Lease/Concession 1999-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	ERIE INTERNATIONAL AIRPORT, PA Self Park Mr. Chris Rodgers, Executive Director 814/833-4258 Lease/Concession 1989-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	FAIRBANKS INTERNATIONAL AIRPORT, AK Self Park, Equipment Mr. Jesse VanZander 907/474-2500 1995-Present Lease/Concession
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	FAYETTEVILLE REGIONAL AIRPORT, NC Self Park, Equipment, Investment Mr. Bradley S. Whited, Airport Director 910/433-1619 Management 1989-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	FORT SMITH REGIONAL AIRPORT, AR Self Park John Parker, Airport Director 479/452-7000 Lease/Concession 1978-Present



Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	GRAND FORKS REGIONAL AIRPORT, ND Self Park, Equipment, Central Cashier Mr. Patrick Dame, Executive Director 701/795-6981 Lease/Concession 1991-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	GRAND JUNCTION REGIONAL AIRPORT, CO Self Park, Equipment, Investment Mr. Rex A. Tippetts, A.A.E., Airport Manager 970/244-9100 Lease/Concession 1992-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	GREAT FALLS INTERNATIONAL AIRPORT, MT Self Park Ms. Cynthia Schultz, PE, AAE, Airport Director 406/727-3404 Lease/Concession 2005-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	GULFPORT-BILOXI INTERNATIONAL AIRPORT, MS Parking, Shuttle, Taxi Starter, Garage Development Mr. Bruce Frallic, Executive Director 228/863-5951 Lease/Concession 2000-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	HILTON HEAD AIRPORT, SC Self Park Mr. Paul Andres, Director of Airports 843/689-5400 Lease/Concession 1995-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	JACKSONVILLE INTERNATIONAL AIRPORT, FL Self Park, Shuttle, Taxi Starter Mr. Steve Grossman, Executive Director 904/741-2000 Management 2002-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	KEY WEST INTERNATIONAL AIRPORT, FL Self Park Mr. Peter Horton, Director of Airports 305/296-5439 Management 1992-Present



Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	KILLEEN MUNICIPAL AIRPORT, TX Self Park Mr. John Sutton, Director of Aviation 254/501-8700 Lease/Concession 1995-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	LAFAYETTE REGIONAL AIRPORT, LA Self Park, Equipment, Investment Mr. Gregory M. Roberts, Director of Aviation 337/266-4400 Management 1986-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	LAWTON/FT. SILL INTERNATIONAL AIRPORT, OK Self Park Ms. Barbara McNally, Airport Manager 580/353-4869 Lease/Concession 1999-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	LUBBOCK INTERNATIONAL AIRPORT, TX Self Park, Shuttles, Investment, Equipment Mr. James W. Loomis, A.A.E., Director of Aviation 806/775-3126 Management 2004-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	LYNCHBURG REGIONAL AIRPORT, VA Self Park, Equipment, Investment Mr. Mark Courtney, Airport Manager 434/582-1150 Lease/Concession 1990-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	McALLEN INTERNATIONAL AIRPORT, TX Self Park, Equipment, Investment, Automation Mr. Phil Brown, Director of Aviation 520/726-5882 Management 2007-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	McGHEE TYSON AIRPORT, TN Self Park Mr. Mihai Smighelschi, Properties Manager 865/342-3000 Management 2003-Present



Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	MEADOWS FIELD, CA Self Park, Equipment, Investment Mr. Jack Gotcher, Director 661/393-7990 Lease/Concession 1985-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	MEMPHIS INTERNATIONAL AIRPORT, TN Parking, Shuttle, Ground Transportation Management Mr. Larry D. Cox, A.A.E., Airport President 901/922-8000 Management 1991-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	MISSOULA INTERNATIONAL AIRPORT, MT Self Park, Equipment, Investment Mr. Cris Jensen, Airport Director 406/728-4368 Lease/Concession 1999-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	MONTEREY PENINSULA AIRPORT, CA Self Park, Equipment, Investment Mr. Tom Greer, General Manager 831/648-7000 Lease/Concession 1976-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	MONTROSE REGIONAL AIRPORT, CO Self Park, Equipment, Investment Mr. Lloyd Arnold, Aviation Director 970/249-3433 Lease/Concession 1995-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	MYRTLE BEACH INTERNATIONAL AIRPORT, SC Self Park Mr. Bob Woods, Acting Director of Airports 843/448-1580 Lease/Concession 1975-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	NORTHWEST ARKANSAS REGIONAL AIRPORT, AR Self Park, Equipment, Investment Ms. Kelly L. Johnson, Airport Manager 479/205-1000 Lease/Concession 1998-Present



Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	PANAMA CITY- BAY COUNTY INT'L AIRPORT, FL Self Park Mr. Randy Curtis, Airport Director 850/763-6751 Management 1992-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	POUNDS FIELD, TX Self Park Mr. Davis Dixon, Airport Manager 903/592-7395 Management 1995-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	ROBERTS FIELD-REDMOND MUNICIPAL AP, OR Self-Park Ms. Carrie Novick, A.A.E., Airport Director 541/548-0646 ext. 3499 Management 2004-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	ROCHESTER INTERNATIONAL AIRPORT, MN Self-Park, Taxi Starter Mr. Steve Leque, Airport Manager 507/282-2328 Lease/Concession 1976-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	SALISBURY-OCEAN CITY: WICOMICO REG. AP, MD Self Park Mr. Robert L. Bryant, Airport Director 410/548-4827 Concession 1991-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	SARASOTA BRADENTON INT'L AIRPORT, FL Self Park, Shuttle, Equipment Mr. Fredrick J. Piccolo, A.A.E., Executive Director 941/359-5200 Management 1986-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	SIOUX GATEWAY AP/COL. BUD DAY FIELD, IA Self Park, Equipment Mr. Curt Miller, Airport Director 712/279-6165 Management 1995-Present



Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	SONOMA COUNTY AIRPORT, CA Self Park, Automation, Equipment, Investment Mr. Jon Stout, Airport Manager 707/524-7243 Management 1999-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	SOUTH BEND REGIONAL AIRPORT, IN Self Park, Valet, Equipment, Investment Mr. John Schalliol, A.A.E., Airport Director 574/233-2185 Lease/Concession 1969-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	ST. PETERSBURG-CLEARWATER INT'L AP, FL Self Park, Shuttle, Equipment, Investment Mr. Noah Lagos, Airport Director 727/453-7800 Lease/Concession 2002-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	STEWART INTERNATIONAL AIRPORT, NY Self Park, Shuttle, Equipment, Investment Jack Martini, Managing Director 845/564-7200 Lease/Concession 2001-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	TALLAHASSEE REGIONAL AIRPORT, FL Self Park Ken Austin, Director of Aviation 850/891-7802 Management 2008-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	TAMPA INTERNATIONAL AIRPORT, FL (1983-2007) Self Park, Shuttle, Valet, Vehicle Searches Louis Miller, Airport Manager 803/822-5010 Hourly Reimbursement 1983-2007
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	TOLEDO EXPRESS AIRPORT, OH Self-Park, Equipment, Investment Paul L. Toth, President 419/865-2351 Lease/Concession 2001-Present



Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	TRI-CITIES REGIONAL AIRPORT, WA Self Park Jim Morasch, Airport Director 509/547-6352 Lease/Concession 2008-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	UNIVERSITY PARK AIRPORT, PA Self Park, Equipment, Investment Mr. James Meyer, Airport Manager 814/237-2011 Lease/Concession 1989-Present
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	VALLEY INTERNATIONAL AIRPORT, TX Self park Michael Browning, Airport Manager 803/822-5010 Concession 1977-2007
Parking Facilities Managed: Services Provided: Contract Manager: Phone Number: Type of Contract: Tenure:	YUMA COUNTY AIRPORT AUTHORITY, INC. AZ Self Park, Equipment, Investment Mr. Craig Williams, Airport Manager 520/726-5882 Concession 1990-Present



Republic Parking System has the most experience and proven performance for airport parking facilities similar in size and scope to Indianapolis International Airport. This experience and our client's satisfaction with our performance illustrate our ability to improve the Indianapolis parking and shuttle system. The following list of specific airports further supports this claim.

Similar Operations

Anchorage International Airport

Scope:	2 garages, 5 parking facilities, shuttle service (7 buses)
Spaces:	3000 spaces
Annual Revenue:	\$5.7 million
Annual Transactions:	600,000
Annual Budget:	\$1.9 million
Other:	RPS selected and installed revenue control equipment



Lexington Blue Grass Airport

Scope:	1 garage, 3 parking facilities, valet parking
Spaces:	2,000 spaces
Annual Revenue:	\$4.3 million
Annual Transactions:	250,000,
Annual Budget:	\$600,000
Other:	Selected and Installed Revenue Control Equipment



Columbia Metropolitan Airport

Scope:	1 garage, 2 parking facilities, valet parking
Spaces:	2,000
Annual Revenue:	\$5.0 million
Annual Transactions:	270,000
Annual Budget:	\$700,000
Other:	Selected and Installed Revenue Control System





Dayton International Airport

Scope:	1 garage (under construction), 4 parking facilities, shuttle service (8 buses), taxi starter, valet parking
Spaces:	5,000
Annual Revenue:	\$12,000,000
Annual Transactions:	650,000
Annual Budget:	\$2.3 Million
Other:	Selected and Installed Revenue Control Equipment



Easy to and through.

Des Moines International Airport

Scope:	2 garages, 5 parking facilities, shuttle service (5 buses)
Spaces:	4,200
Annual Revenue:	\$7.0 Million
Annual Transactions:	425,000
Annual Budget:	\$1.2 million
Other:	Selected Revenue Control Equipment



Gulfport-Biloxi International Airport

Scope:	1 garage, 2 parking facilities, shuttle service (4 shuttle vehicles), valet parking, ground transportation/taxi Starter
Spaces:	1,900
Annual Revenue:	\$2.3 Million,
Annual Transactions:	165,000,
Annual Budget:	\$500,000
Other:	Equipment Selection and Installation, Garage Development



Jacksonville International Airport

Scope:	2 garages, 5 parking facilities, shuttle service (5 buses), ground transportation/taxi starter
Spaces:	9,500
Annual Revenue:	\$18.3 million
Annual Transactions:	945,000
Annual Budget:	\$2.5 million





Memphis International Airport

Scope: 2 garages, 5 parking facilities, shuttle service (14 buses), Ground Transportation/Taxi Starter service

Spaces: 7,900

Annual Revenue: \$11.0 million

Annual Transactions: 875,000

Annual Budget: \$2.8 million



Republic Parking System Statistics

REPUBLIC PARKING SYSTEM STATISTICS	
Multi-Garage Airport Sites Managed	4
Ground Transportation/Taxi Starter Systems Managed	7
On-Airport Valet Parking Systems Managed	7
Garage Airport Sites Managed	9
Airport Shuttle Systems Managed	11
Multi-Site On-Airport Parking Systems Managed	15
Current Airport Parking Facilities where RPS has made a significant capital investment	27
Current Airport Parking Facilities where RPS has selected and provided Revenue Control Equipment	33



The following pages are references letters from several of our clients.



Easy to and through.

June 2, 2009

To Whom It May Concern,

Republic Parking has operated the public parking facilities at Dayton International Airport since 1998. After the initial three-year contract and subsequent renewal periods, Republic was awarded the current three-year contract in 2007.

My experiences working with Republic Parking have been great. The day-to-day operations run smoothly and when issues arise they respond quickly. There have been several construction projects in the parking lots at Dayton International Airport over the past several years and Republic has been a tremendous help throughout the planning and implementation of these projects.

Republic Parking is a great company to work with and I am happy to provide my recommendation. Should you have any questions or require additional information, I can be reached at (937) 454-8201 or bchurchill@flydayton.com.

Best regards,

Beth Churchill
Airport Retail Concessions Manager

Owned and Operated by the City of Dayton
3600 Terminal Drive - Suite 300 - Vandalia, Ohio 45377-1095
(937) 454-8200 / 1-877-FLYDAY1 Telephone * (937) 454-8284 Fax * www.flydayton.com



DES MOINES INTERNATIONAL AIRPORT
BOARD
6800 FLEUR DRIVE, ROOM 201
DES MOINES, IOWA 50321-2854
(515) 266-5100
FAX: (515) 266-5026
ALL-AMERICA CITY 1949, 1976, 1981

January 8, 2008

Mr. David Meyer
Manager
Republic Parking System
5880 Fleur Drive
Des Moines, IA 50321

Dear Mr. ^{DAVID} Meyer:

Outstanding! This is the best adjective I can think of to describe the operation of the Airport and all of our tenants on Friday, January 4th (the morning after).

As you are aware Des Moines has been in the national and international spotlight during the past week. With all the high profile people visiting Iowa, and the emphasis our community placed on putting on a good show, we made a great final impression. Your commitment to excellent customer service and making the exodus of Caucuses goers smooth played an important part in the "Airport" receiving numerous accolades from both local and national news organizations.

Not to conjure up bad memories, but for those of us that were here four years ago; this will erase the very bad experiences for many visitors during the 2004 Iowa Caucuses. For example, wait times at the screening checkpoint exceeded 90 minutes. This year the longest wait time was three minutes. Our throughput was over 4300 people for the day, nearly double our usual daily throughput. Four years ago it took the rental car operators over a week to find all of their rental cars. This year the rental car operators received nearly 2000 cars on Friday alone and all were returned safely and to the proper location.

All of our tenants played a significant role in the month long planning it took to make this event go on without a hitch. I want you and your staff to know how much we appreciate your help during the planning phase and the execution of the plan. Typically the Airport is the first and last thing people see when they visit central Iowa. I know for sure that we made a great last impression.

Once again, thanks for all your help and support and please pass on to your folks my sincere appreciation for a job well done. Thanks again to you and your staff for your sincere and courteous attention to all our traveling customers.

Sincerely,

Craig S. Smith, A.A.E.
Aviation Director

Cc: Airport Board Members

David:
Your support WAS
critical to the
success we had on
Friday + SAT
Thanks
Ray

Working\2008\ADMIN\Corres-Ext\0108 Caucuses Thank your Tenant LTR.doc



ST. JOSEPH COUNTY AIRPORT AUTHORITY



SOUTH BEND REGIONAL AIRPORT
4477 PROGRESS DRIVE, SOUTH BEND, INDIANA 46628-5594
PHONE: 574/233-2185 FAX 574/231-2585
www.sbnma.com

June 1, 2009

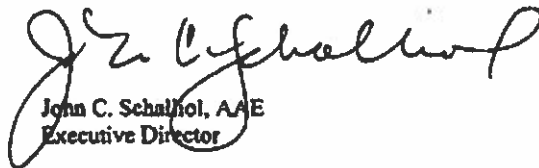
To Whom It May Concern:

Republic Parking has been our parking concessionaire here at SBN since 1975, and in all those years has done an outstanding job for us. Over the years we have upgraded the parking facilities several times, and have renewed the contract or granted extensions several times. The company has always been sensitive to our needs here in South Bend, and we have never had problems or situations that have caused any amount of concern. If there is a problem it is always rectified quickly and to the satisfaction of both sides. Republic Parking, Inc. was the first recipient of our Stakeholder of the Year award, in 2006.

If I can answer any questions, please do not hesitate to call on me.

Sincerely yours,

ST. JOSEPH COUNTY
AIRPORT AUTHORITY


John C. Schalhol, AAE
Executive Director



**Centre County
Airport Authority
University Park
Airport**

June 3, 2009

Don Barrett
Assistant Vice President of Operations
Republic Parking System
3851 Terminal Drive
Dayton, OH 45377-1095

2493 Fox Hill Road
State College, PA 16803

T: 814 237-2011
F: 814 237-4591

Dear Don,

I would like to pass on our sincere thanks to you and your company for servicing and managing our public parking needs over the past 18 years. Throughout this time Republic Parking has performed beyond our expectations. Our parking system has grown over the years with the capital that your company has invested in our airport. You have removed the worry of having our parking system break down or fall short of meeting the public needs.

We appreciate you keeping our parking rates in line. The data you provide to the board members have kept our rates fair, and at the same time we are not leaving money on the table. I would like to also thank you for all the different data I have requested in the past, as we try to understand the different types of customers who are using our parking facilities.

We look forward to working with you and your company as we move forward into the future.

James Meyer
Director Centre County Airport Authority (CCAA)
2493 Fox Hill Road
State College, Pa. 16803
Phone: 814-237-2011
Fax: 814-237-4591
Email: jhm@universityparkairport.com
Website: www.universityparkairport.com

- **Hometown Service, Global Connections**
- **Turn Drive Time into Fly Time**

www.universityparkairport.com



Blue Grass Airport

LEXINGTON-FAYETTE URBAN COUNTY AIRPORT BOARD

June 1, 2009

Mr. John Leavens
Senior Vice President, Airport Division
Republic Parking System
Suite 2000 Republic Centre
Chattanooga, TN 37450

To Whom It May Concern:

Please accept this letter as an endorsement of Republic Parking Systems (RPS). I have worked with RPS at two different airports – Toledo and Lexington. They have performed very well, from the beginning of the negotiations through the day-to-day operations, and with their continued professionalism through the contract period. They have demonstrated their in-depth knowledge of parking operations and have been very helpful in providing detailed information so I was able to analyze the operation and optimize revenue to the airport. I am happy to recommend them for consideration for the management of your parking operation.

Sincerely,

Eric J. Frankl, A.A.E.
Executive Director



June 10, 2009

To Whom It May Concern:

It is without reservation that I write this letter of recommendation for Republic Parking System.

Republic Parking System has provided parking management services to our Airport for nearly 25 years. The most recent agreement with them began in July of 2008. Prior to July 2008 we had one other operator that was selected based solely on a low bid scenario. That operator managed our parking for three years and their two-year extension option was not exercised. At that time, we went out for Request for Proposal instead of a straight bid process; Republic Parking System was the clear winner. We are fortunate to have them back as our partner.

In all my dealings with Republic, they have been extremely responsive to the needs of both the Airport and the traveling public that utilizes our facilities. We have stringent performance and customer service mandates written into our agreement and Republic Parking System has met or exceeded our expectations in every manner.

Our partnership with Republic has also afforded us maximization of our DBE participation dollars. Republic Parking System partnered with Northern Florida Recruiting and Consulting Services (NFRCS) for this opportunity. Their history and mutual performance has benefited our operation and our operation is currently being managed at a much higher level than the previous three years prior to their agreement.

To illustrate Republic's commitment, during the recent economic downturn they approached us with operational cost savings ideas to help us reduce our overall expenses and maximize our revenue while maintaining their consistently high level of customer service. We perform monthly independent shopper reports on their operation and all reports as well as our close scrutiny have generated nothing but positive feedback from our staff and patrons on their performance.

In closing, Republic Parking System has always delivered on their promises and made my job of oversight of their operation easy. They are a quality company and true to their word. If you have any questions or would like to discuss their performance further, please feel free to contact me.

Sincerely,

Kenneth M. Austin
Director of Aviation
Tallahassee Regional Airport

KMA/amh

3300 Capital Circle, SW, Suite 1
Tallahassee, FL 32310
850-891-7802
FAX: 850-891-7837
TDD: 711 • FlyTallahassee.com

JOHN R. MARKS, III
Mayor

ANITA F. THOMPSON
City Manager

ANDREW GILLUM
Commissioner

JAMES R. ENGLISH
City Attorney

ALLAN J. KATZ
Commissioner

GARY HERNDON
City Treasurer-Clerk

DEBBIE LIGHTSEY
Commissioner

SAM M. McCALL
City Auditor

MARK MUSTIAN
Commissioner

KENNETH M. AUSTIN
Director of Aviation



SARASOTA
BRADENTON

SARASOTA MANATEE AIRPORT AUTHORITY

June 8, 2009

City of Sarasota Government
P. O. Box 1058
Sarasota, FL 34230-1058

Re: City of Sarasota Parking System

To Whom It May Concern:

It is my pleasure to provide a reference for Republic Parking System to handle the City of Sarasota's parking facilities.

Republic Parking Systems has been the firm utilized by the Sarasota Bradenton International Airport since 1986 to manage the Airport's parking facilities program. They have done an exemplary job for the airport and we have found them attentive and responsive to our needs.

We strongly recommend Republic Parking Systems without hesitation to handle parking facilities for the City of Sarasota.

Sincerely,

Fredrick J. Piccolo, A. A. E.
President, Chief Executive Officer

FJP/kg

COMMISSIONERS

Carlos Beruff
Dr. Gary Kompotheccas
Eric W. Robinson
Paul A. Sharrf
Bob Waechter
Leslie Wells

PRESIDENT, CEO

Fredrick J. Piccolo

6000 Airport Circle
Sarasota, Florida
34243-2105

TELEPHONE
(941) 359-5200

FACSIMILE
(941) 359-5054

srq-airport.com





TOLEDO-LUCAS COUNTY
PORT AUTHORITY

50 Years on the Move

Mr. Chris J. Howley, VP Airport Division
Republic Parking System
Suite 2000 Republic Centre
Chattanooga, TN 37450

RE: Parking Management and Operations - Toledo Express Airport

Dear Mr. Howley,

As we wind down toward the end of what has been one of the toughest winters that we have faced in Northwest Ohio, I felt compelled to write a note of thanks for the outstanding service that Republic Parking continues to provide to Toledo Express Airport. We recorded an all-time record amount of precipitation in Toledo in the month of January including plenty of ice and snow, however, the parking lot was always clear and usable for the patrons of Toledo Express Airport. Additionally, many of our late night terminating flights were delayed getting into Toledo over the last 60 days due to weather conditions; however, Republic maintained appropriate staffing levels to ensure that those late night passengers would not be delayed in exiting the parking lot.

Republic Parking continues to exceed our expectations in Toledo, and our revenue per enplaned passenger last year was a record for the airport, increasing by 4% without any increase in parking rates. I continue to believe that the hiring of Republic Parking is one of the best decisions that the Port Authority has made in the past 5 years. The outstanding customer service, revenue control, and resulting increased revenues to the Port Authority are a few of the improvements that we have seen since Republic Parking took over parking management and operations.

Please pass on my appreciation to John Leavens, Don Barrett, and the rest of the Republic team for a continued job well done. If I can ever be of assistance to Republic Parking as a reference to airports considering your services, please do not hesitate to contact me at (419) 865-2351 or ptoth@toledoportauthority.org.

Sincerely,
Toledo-Lucas County Port Authority

Paul L. Toth, Jr., P.E.
Director of Airports

TOLEDO EXPRESS AIRPORT 11013 Airport Highway, Box 11 • Swanton, OHIO 43558 • Phone: (419) 865-2351 • Fax: (419) 867-8245
www.toledoexpress.com



5401 North Martin Luther King Boulevard ★ Rt. 3 Box 389 ★ Lubbock, Texas 79403-9710 ★ 806/775-3126 ★ Fax 806/775-3133

To: Whomever it May Concern

Lubbock Preston Smith International Airport entered into a management agreement with Republic Parking System (Republic) for the management of the airport's parking operation in August 2004. With assistance from Republic an operation that could be defined as "less than professional" has been completely turned around.

Republic's personnel exhibit the highest of integrity, understand the needs of our airport and work harmoniously with airport staff to present a positive image to our region's traveling public. Republic earns the highest marks for professionalism and receives my unfettered personal recommendation. Should you desire to discuss Republic's qualifications I can be reached at (806) 775-3126 during normal business hours Monday through Friday.

James W. Loomis
Director of Aviation
Lubbock Preston Smith International Airport



Stephen J. Mitchell Chairman
 Ken Anthony Vice Chairman
 Alfred S. Austin Secretary
 Hillsborough County Commissioner Ken Hagan Treasurer
 City of Tampa Mayor Pam Iorio Assistant Secretary/Assistant Treasurer

July 16, 2007

To whom it may concern:

Republic Parking System operated the public parking facilities for the Hillsborough County Aviation Authority at the Tampa International Airport for 24 years. During their tenure with Tampa International Airport (1983 to 2007), our parking facilities grew from one parking garage and surface lot with 4,900 total spaces to three parking garages and a surface lot with over 20,000 parking spaces, over 130 employees and over \$50 million in annual parking revenue. In addition, they operated the parking shuttle system from the remote economy garage to and from the terminal complex.

During this entire period, Republic Parking System effectively and efficiently managed our facilities on a daily basis and during construction and peak travel periods. Republic was always responsive to the Authority's needs and worked closely with our staff to ensure a high level of customer service to the traveling public during all situations. While contracted with Tampa International Airport, they effectively incorporated a new fee collection system, a roadside assistance program, shuttle bus service and a valet parking operation, further enhancing our service options for the benefit of the users of the parking facilities.

Their attention to financial controls was unequalled. We were additionally impressed with Republic's ability to generate and maintain a friendly employee-customer atmosphere that we believe is at the heart of customer service and a positive reflection of the Airport in general. We continuously received glowing comments from the traveling public concerning the level of service received from Republic Parking System and the helpful and friendly attitude of their employees. Following the events of September 11, 2001, and as security requirements heightened for vehicles entering the parking facilities, Republic had a plan of action in place and was always ready to respond at a moment's notice.

It is with the highest regard that I would recommend Republic Parking System for a parking management or shuttle operation and I am confident that if you select them for your facilities they will exceed your expectations. If you have additional questions or require additional information, please feel free to contact me at your convenience.

Sincerely,

Louis E. Miller

Louis E. Miller Executive Director

Hillsborough County Aviation Authority P.O. Box 22287, Tampa, Florida 33622 phone 813-870-8700 fax 813-875-6670 web site www.TampaAirport.com





RFI 1.1, ITEM 3

Operations and Management

Operating Procedures

Republic Parking System creates a customized Standard Operating Procedures Manual for each of our managed locations. Since every manual is specifically written for each location, it provides a road map for the operations incorporating our proven and tested revenue control and customer service procedures. A customized manual will be created for Indianapolis and shared with the Airport. We would work closely with Authority's staff in the creation of this document to ensure that the operation and service parameters contain the key elements and meet all objectives as dictated by the Indianapolis Airport Authority. Operations manuals, by their very nature, must be "living" documents which are constantly subject to revision. These revisions will always have the involvement of the Authority as operational and customer service parameters change.

Customer Service Philosophy

Republic Parking System realizes that in many cases we will be the first and last contact with the individuals using the Airport. We know that many customers will not differentiate between the Airport staff and our staff, and for that reason it is our commitment to make a positive impression at all times. We even go so far as to use independent mystery shoppers at every airport location every month to give us independent feedback on our performance. Please see sample reports following this section. Our commitment to customer service is all encompassing as it not only includes positive customer interaction but also facility appearance, equipment reliability, and monitored wait time.

Customer service is a phrase that is used today by many in a most casual way. There are many who say that they offer customer service, but very few actually deliver on their promises. We deliver what we promise by focusing on the training of all staff members on an ongoing basis. We do not train once and forget about it. We train on a continuous basis so as to drive home the importance of treating all customers with the highest levels of respect regardless of the circumstances. Our training starts during orientation, continues with formal classes on at least a quarterly basis, and includes real life opportunities to train our staff as different circumstances present themselves. We never miss an opportunity to turn a Customer Service experience into a training lesson. Showing the staff the correct way to bring satisfaction to a customer in real time is the best training of all.

It is the philosophy of Republic Parking System to recruit employees who have a pleasant personality and display a positive, enthusiastic attitude toward customer service. Republic Parking System strives to focus on the fundamentals of customer service first, and then go beyond what is normally expected. By focusing on the fundamentals, we ensure that only qualified associates are hired.



Customer Service Monitoring

Republic Parking System enjoys a reputation of providing a high level of customer service in the parking industry. All policies are prepared with the goal of providing strict revenue control while maintaining excellent customer service for parking patrons. At Republic Parking System we are cognizant that the final and lasting impression of an airport parking patron will be how professionally the customer was treated by our people. For that reason, we monitor and enforce the standards of customer service taught in our training manuals, videos and workshops.

In addition to Republic Parking System's managers and supervisors monitoring customer service every day by observing employees in real-time customer service situations and by assisting in resolving problems and providing information to our patrons, quality control programs have been established to ensure that we meet or exceed the standards we established.

Customer Feedback Surveys - Surveys are periodically distributed to solicit feedback on the parking operation and the level of customer service. In addition, the surveys are available for customer comments. The results are compiled and used to correct any deficiency found and to reward good performance to ensure it will be repeated. The survey is an excellent management tool to measure the on-going performance of the operation and to ensure a professional parking management system.

PARKING SURVEY

Republic Parking System at Tallahassee Regional Airport is striving to provide consistent, quality service to you. Your input is valuable to us. Please complete the questionnaire below and return by mail. The postage has been paid!

Date you left facility: _____

Time you left facility: _____

Cashier/Attendant Name: _____

Approximately how long did you wait to exit?
_____ Minutes

Did you use: ☐ Attended Lane
☐ E-Ticket Express

Were you offered a receipt? ☐ Yes ☐ No

What improvements would you like to see?

OPTIONAL

Name _____

Address _____

E-mail _____

PLEASE RATE THE FOLLOWING

Appearance of Personnel

Excellent Very Good Good Fair Poor

Courtesy of Personnel

Excellent Very Good Good Fair Poor

Customer Service

Excellent Very Good Good Fair Poor

Facility Lighting

Excellent Very Good Good Fair Poor

Facility Directional Signs

Excellent Very Good Good Fair Poor

Cleanliness of Facility

Excellent Very Good Good Fair Poor

Ease of Use of Facility

Excellent Very Good Good Fair Poor

Additional comments or suggestions _____

Thanks for taking the time
to complete our survey!





Customer/Employee Suggestions - We constantly encourage our customers and employees to make suggestions to improve the service we provide them. The communication of ideas, comments and recommendations are a vital part of delivering the service our customers want. Suggestion forms are conveniently displayed in conspicuous places. When an employee submits a viable suggestion that is accepted and implemented, the employee will receive an award.

Customer Relations Policy - Our goal is to provide the highest level of customer service and satisfaction. All customer inquiries will receive a professional response within 48 hours of their receipt. Customer inquiries are treated as opportunities to listen to our customers and situations from which we can learn and improve. Like the Mystery Shopper, these inquiries are investigated by the location manager. He or she must speak with all appropriate staff members during this investigation and respond back to the affected customer within 48 hours with a copy of the letter to the Authority. Positive inquiries or reports will result in favorable reviews and positive recognition.

Visiting Corporate Personnel - In addition to the above customer service quality control programs, visiting corporate, regional and field personnel observe, monitor and document the standards of performance relating to customer service including appearances, attitude and professional demeanor when dealing with patrons. Written reports to the Regional Manager are generated; copies are distributed to appropriate field personnel and the Executive Vice President. The Regional Manager follows up to ensure that deficiencies have been corrected, or the employee has been removed.

Mystery Shopper - Republic Parking System employs a third party MBE firm to conduct mystery shopper surveys at each of our airport operations every month. The reports generated by these shoppers, who have no connection to the parking business, give us a customer's view of the job we are doing. They report to us on the appearance of the facilities, their impressions of the safety of the operation, the level of service provided by our staff, and their overall satisfaction with our management. Each of these reports is sent directly to our Corporate Office Manager, who in turn distributes them to our Chairman and CEO, and our Executive Vice President. Our Executive Vice President then distributes them to the Regional Manager who is charged with responding in regards to any negative comments on the reports. All reports are shared with our clients.

This illustrates how customer service is handled and overseen at our highest corporate level and permeates throughout our organization.

By using the above programs and procedures, Republic Parking System can ensure that the quality of customer service we promise is the quality of customer service we deliver.



REPUBLIC PARKING SYSTEM MYSTERY PARKER REPORT

ServiceProbe	423-443-8602	Parking Fee	\$2.00
Republic Parking Location:	Dayton, OH, Airport	Employee Name:	Winnie
Time/Date In:	6:58 PM 01/26/10	Time/Date Out:	7:36 PM 01/26/10
		Ticket No:	5805

Please rate on a scale of 1-5 with 1 = poor and 5 = excellent.

- | | |
|-----------------------------------|----------|
| 1. How clean is the cashier area? | Rate 1-5 |
| a. Booth neat and clean | 5 |
| b. Windows clean | 5 |
| c. Rate sign visible and clean | 5 |
| d. Exit lane and surrounding area | 5 |

Comments: (Please describe in complete sentences your impression of the above areas.)

The approach and exit to the cashier area were dark when I pulled into the area. From what I could see, the area was clean. There was one lane open and it had a green light indicating that it was open. The booth glass was clean and free of tape residue. The rate sign was clearly visible. The exit lane had a sign indicating to look left when exiting.

- | | |
|---|----------|
| 2. Impression of Parking Area | Rate 1-5 |
| a. Did you observe any "trip and fall" hazards, potholes, cracks in the pavement, or other conditions that may present a potential for injury? | 4 |
| (For example, was there a large grease spot on the surface, a piece of re-bar protruding from a wheel stop, or other condition that may be present that needs to be brought to management's attention.) | |
| b. When you entered and exited the facility, were the entrance and exit gate arms in the closed position? | 5 |
| c. Were any vehicles parked in areas not specifically designated as parking spaces? (If yes, please give a description of the area where the vehicle was parked.) | 5 |
| d. Were the gates, ticket dispensers, and other equipment in working order, including entrances and exits you did not use to access/exit the parking lot? | 5 |

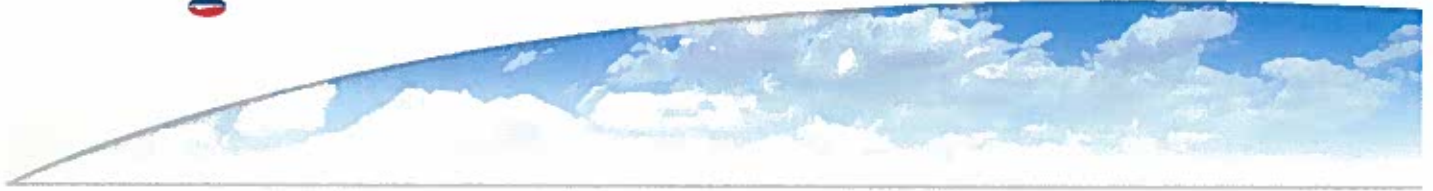
Comments: (Please describe in complete sentences your impression of the above areas, as well as the overall condition of the parking area.)

The entrance gates were in the closed position when I approached the area. The equipment and gates appeared new. The pavement in the parking lot had patched areas where potholes had been. Signage to the terminal was visible, but one had to look for directions to the terminal. The kiosks for shuttle service were clean and well lit. About 30% of the lights in the lot were not on during my visit. All vehicles were parked in proper spaces.

- | | |
|---|----------|
| 3. Impression of cashier: | Rate 1-5 |
| a. Uniform clean and neat | 5 |
| b. Friendly greeting, smile | 5 |
| c. Well groomed | 5 |
| d. Positive attitude | 5 |
| e. Employee nametag visible (If no nametag, please describe the employee) | 5 |

Comments: (Please describe in complete sentences the cashier's appearance and attire, whether the uniform showed the Republic Parking logo, and note the cashier's attitude.)

The cashier was wearing a Republic Parking shirt and nametag. Her grooming was neat and her shirt was clean. She smiled when I approached the building and asked me if I had a nice trip. She was friendly and polite.



4. Transaction process

a. Did the employee tell you the fee that you owed?

Yes/No

Yes

b. Did the employee count the change out loud?

Yes

c. Did the employee use the fee computer?

Yes

d. Was the fee indicator visible?

Yes

e. Did the price you were told match the price on the fee indicator?

Yes

f. Did the employee offer you a receipt?

No

Comments: (Please describe in complete sentences the amount of cash you gave the cashier and the change you received, as well as how the receipt was handled).

The attendant greeted me when I approached the window. She asked for my ticket and she used the fee computer to determine my rate. She gave me the total, which matched the fee indicator, and I handed her a twenty-dollar bill. She counted the eighteen dollars in change back out loud as she handed it to me. I asked for a receipt, which she promptly handed to me. She thanked me and wished me a good evening.



Revenue Control

Any discussion of revenue control must begin with the training of the staff and Standard Operating Procedures. Republic Parking System provides customized, clear and concise procedures for operating at each of our locations. We work under the Trust but Verify as well as Separation of Duties philosophies. Any deviation from the prescribed procedures is clearly noted and documented to generate an audit trail. Questions can then be answered more quickly and time is not wasted verifying legitimate transactions.

Trust but Verify, requires us to continuously monitor that all procedures are followed without deviation. In the event of deviation from procedures all deviations are thoroughly investigated and approved by on-sight and off-sight sources. We perform 100% review of all exception tickets for compliance with procedures.

Reporting

Reports are prepared every day for our Home Office and the Airport. The Master Report is customized for the location to include any requirements by the Airport in addition to our reporting requirements. The primary purpose of this report is to summarize for all parties the previous day's activity and to provide accountability for numbers of vehicles entering and exiting the facilities compared to tickets issued and collected, overnight car counts, etc. We have the ability to review transactions that took place the previous day and the written report serves us more as an exception report since we have all of the detail transacted by each cashier terminal. In addition to the daily report the location manager prepares a monthly summary of business. This report shows us the highlights such as number of missing tickets per lot, number of cleared tickets, number of hours worked (regular time and overtime), and a report of problems encountered during the month. This report, which is submitted to the Regional Manager, is prepared so as to force the Manager to review the location and to assist the Regional Manager in focusing on potential problems for the operation. The official Month End Report comes to the Airport from the Home Office. This report sets forth the information prescribed by contract so that the Authority is informed on the total revenues and expenses involved. These totals will of course match the information provided to the Authority on a daily basis.

Audits

Regular audits are conducted by the local management, regional management and corporate office. This corporate department reports directly to the CEO.

Home Office Internal Audit

Annually, or as required by the contract, Republic Parking System sends internal audit personnel to the site to perform an extensive audit of the entire operation. Operations personnel follow up on all items detailed including any deficiencies or irregularities by the audit and provide a report back to the audit department. To



provide full objectivity, the audit department is an independent department within Republic Parking System that does not report to operations.

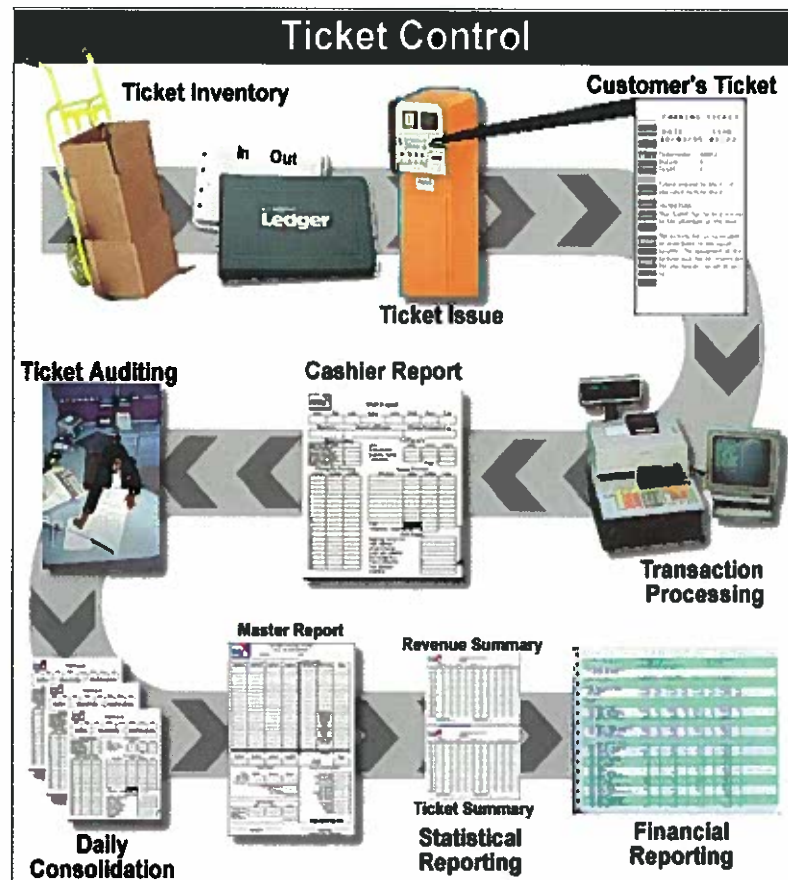
Ticket Audit

The means used to verify the business activity that took place during the shift is the ticket audit. Every cashier is audited every day by the on-site audit staff for accuracy to ensure that all the policies and procedures set up for a location are being followed.

Revenue Control is only truly achieved through the balance of tickets to revenue, to transactions to car counts. Although there are great revenue control systems in use at Airport's today, none of them are fool proof. That is why separation of duties is required to insure revenue control integrity.

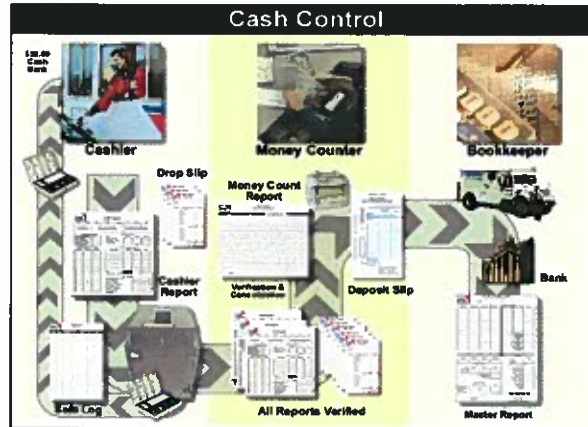
On -site all parking statistics are balanced daily. In addition, each day an independent bookkeeper assigned to the property working from our home office independently checks all parking information including tickets, car counts, revenues, deposits and transaction counts to verify the on-site reporting and provide the level of checks and balances necessary to insure prevention of on-site, colluded misappropriation.

Ticket Controls

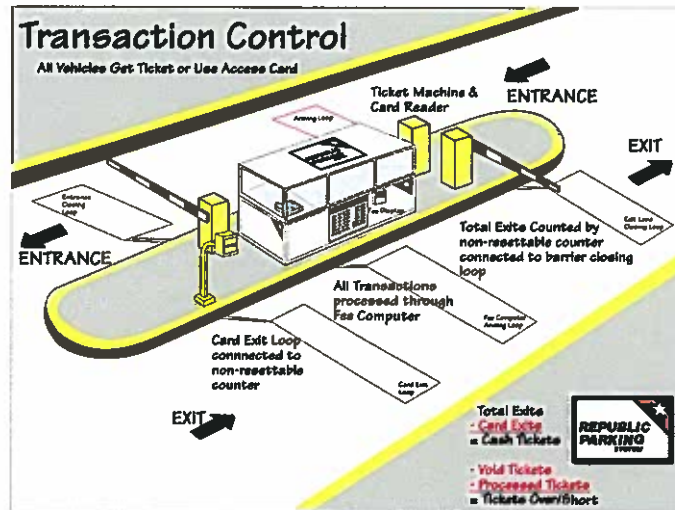




Revenue Control Procedures



Transaction Control



Verify Vehicle Counters

One major difference between Republic Parking System and our competition or in-house operations is the mandatory use of system independent non- resettable counters. The counters connected to the exit loops ensure every vehicle that exits the facility will be counted. If the exit count does not match the number of transactions performed and tickets returned, then further investigation is necessary.



Transient Exits = (Total Exits – Card Exits)	Tickets Returned = (Tickets Issued – Vehicles in Inventory)	Cash Transactions
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If suspected vehicles are exiting in some other fashion than the exit lane (i.e. driving out the entrance lane, emergency lane or hopping the curb) then we will take action to force all vehicles to exit in the proper area. Tell-tale signs of this happening are excessive lost tickets while the transaction counter and vehicle counters are very close.

Without independent non-resettable counters you cannot have true revenue control, no matter how many bells and whistles your current revenue control system has.



RFI 1.1, ITEM 4

Concession, Lease, Management, Operating Agreement Discussion

Our book of business, as it relates to Airport parking contracts, is balanced with 56% of our agreements being lease/concession agreements, 40% are management agreements and 4% are hourly reimbursement structures. Each style of agreement offers pros and cons in the management of Airport parking. Regardless of which agreement style you chose as best meeting your needs, we caution the Authority to ensure that it is structured in such a way that performance responsibilities are not divided between the two parties. This division causes holes in the revenue control and customer service aspects of the operation, and opens the operation to possible misappropriation and sub-standard performance.

Concession/Lease Agreement

Republic Parking System is comfortable working under any of these scenarios. The Lease/Concession Agreement provides advantages for the Authority in that it allows for longer terms, stability, company investment in the facilities and guaranteed revenue flow. It also positively impacts the financial aspect of this asset as it allows for minimal staff time and effort on the part of the Authority. Not only are higher financial returns generated through internal reduction of staff but also in areas discussed previously such as volume discounts (supplies, equipment, insurance, etc...), staff expense, and credit card discount rates. The operator has "skin in the game" and increases in costs and hidden mark-ups cannot be passed onto the Authority. Many companies will only work under Management Agreement structures because their profit is made through alternate areas other than the management fee such as insurance, supplies and equipment mark-ups.

It also takes some of the control out of the hands of the Authority as far as day-to-day decision making. Ultimately it is a more efficient style of Agreement but can show reductions in Customer Service and operational performance if the operator is not committed to these qualities of the operation.

Republic Parking System has many short and long term leases in place. We have been in place at some Airports as long as 45 years. Our longest current lease is 32 years and is coupled with Republic investing \$18,500,000 in the construction of new parking facilities and a parking structure for the Gulfport-Biloxi International Airport.



Gulfport-Biloxi International Airport



"Republic Parking System stepped up to the table and worked closely with us to create a public/private partnership in designing, building and developing an entire parking facility for the Airport including an 800 vehicle parking garage. Their professionalism and commitment to the Airport and Community allowed us to save valuable bonding capacity for terminal and airfield projects by providing the much needed capital and financing for the project. I have worked with Republic Parking System for more than 10 years over the course of my 38 year career in airports and I highly recommend Republic Parking System because they deliver exactly what they promise on budget and on time."

**Bruce Frallic, A.A.E., Executive Director
Gulfport-Biloxi International Airport**



Republic Parking System is proud to have managed the parking, shuttle services, and ground transportation services at Gulfport-Biloxi International Airport since 1999. In addition, Republic Parking System partnered with the Airport and the community to deliver capital, development and management of a turnkey project that delivered a new parking structure and total facility renovation.



Republic Parking System is a full service management company. In addition to offering traditional parking management, we also offer taxi starter, shuttle bus, valet parking, sky caps, and consulting services as well as capital investment and development. Republic Parking System manages parking operations at more than 60 airports and 600 urban locations throughout the United States.

We deliver the finest client and customer service in the industry by maximizing client revenue, providing value-added professional service, fostering employee training, growth and development and providing strong experienced leadership, and management while delivering stringent revenue control. Our main objective is to afford unparalleled value to the clients and communities we serve.



We manage your operations with great efficiency and economies so you can focus on your core skills: Aviation and all the activities in the terminal and on the airfield that make a great Airport.

Republic Parking System • 633 Chestnut St., Suite 2000 • Chattanooga • 37450
423-756-2771 • www.republicparking.com



Management/Operating Agreement

Again, Republic Parking System is comfortable working under the management/operating agreement scenario. 40% of our current Airport contracts are management Agreement.

Management Agreements give the Airport much more control and involvement in the actual operation. Depending on the size of operation, it is necessary for the Airport to have additional internal staff in accounting and operations to help oversee the operating company. Benefits derived from this type of agreement are that the Airport has greater control over the operation and the revenues generated. For the most part revenues are deposited into the Airport's accounts, giving much better cash flow. The operator is insulated from losses and has less risk on down-turns of the use of the facility. The Airport will save initially by paying less directly to the operator for their services due to this reduced risk, but there tends to be little incentive for the operator to control expenses and run the operation efficiently. History has shown that a management agreement can be very financially beneficial to an Airport in the short run but over time tends to get bloated with excess costs and ultimately does not provide the return a lease/concession agreement can provide.

Advantages of Partnering with Republic Parking System

In addition to our comparable experience as illustrated by the selected properties and statistics above, Republic Parking System also has:

- Unparalleled industry stability (one owner, 45 years)
- Unparalleled financial stability
- Substantial venture capital, private equity relationships
- Shuttle operations at 12 airports
- Experience with every major revenue control system used at airports
- Proven small and large investments into airport parking operations
- Exclusive Customer Loyalty airlines miles program that can be expanded throughout the Airport (Information Attached)
- Savings on credit card processing.
- Savings on personnel costs



- Volume discounts on supplies, equipment & services
- Superior revenue control by involving an independent home office bookkeeper to provide daily checks and balances of all activity at the operation
- Independent audit department
- Savings on internal staff costs for the Indianapolis Airport Authority
- Proven ideas to increase the use of the automated technologies (POF & CCIO) within the revenue control system equating to additional reduction in staffing costs. Our success is illustrated by automated technology use at several of airports including:

Anchorage International Airport:	69.6% use
Blue Grass Airport:	52.8% use
State College, PA:	50.9% use



EXHIBITS

Customer Rewards Program

Republic Parking System is pleased to introduce our latest value added service, **Republic Parking System Rewards Program**, powered by Thanks Again. Quite simply, it is an airline miles reward program. It offers airline miles to customers enrolling in the program and is affiliated with all major airlines including: Delta/Northwest, USAir, United, Continental, American, and Alaska. Southwest and AirTran will be coming online soon.

This program is easily administered and gives useful rewards to repeat customers. The accounting is updated daily on-line for tracking.

It has been successful in creating customer loyalty, taking business from off-site parking competitors and increasing incremental revenue. It also provides excellent ancillary marketing of your Airport through the entire Thanks Again network of enrollees. Reward levels can be customized by you, the Airport, and the program can be easily and efficiently expanded to include purchases within the terminal to create a total Airport incentive program.

This program can be customized to reward Indianapolis Airport customers and drive their use of the facility. The program can be customized to reward patrons for using the garage, thus increasing the overnight use of the parking garage and driving increases in incremental revenue generated from the garage as opposed to the long term lot.

It is important to note that Republic Parking System has exclusive rights to this program so no other parking operator can bring this to you. We would be more than happy to discuss implementing this program at Indianapolis International Airport.

The following slides illustrate some of the benefits of the program. Exhibit 9 of our proposal discusses the cost of this program.



"Rewards Around Every Corner!"

Republic Parking System® Rewards Program powered by Thanks Again®



Preeminent Consumer Rewards Program



What is the Republic Parking System Rewards Program?



2

■ An Exclusive Program that Allows Travelers to Earn Incremental Rewards when Choosing On-Airport Parking

Benefits:

- ✓ Drive Incremental Spend from New and Existing Parkers
- ✓ Secure Promotions from Several of Thanks Again's Airline Partners and Bank of America Add It Up™ Cash Back Discount Program
- ✓ Jointly Develop Various Promotional Collateral Materials & Graphics
- ✓ Provide Access to a Completely Automated System
- ✓ Participating Parking Lots Listed in Merchant Locator for Consumer Look-Up (Category Exclusivity – NO Off-Airport)
- ✓ Detailed Monthly and Real-Time Performance Reporting





Proven Customer Loyalty Solutions

3

Our Rewards Program offers comprehensive **Customer Loyalty Marketing Solutions** designed to increase your ROI:

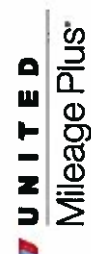
Features:

- Access to well over 1,000,000 enrolled consumers
- Seamlessly linked to national airline frequent flyers and Bank of America cardholders
- Leverage our social media marketing channels (Facebook page, Twitter account, LinkedIn profile, and Blog)
- Increase retention, revenue, and profitability
- Improve customer engagement
- Capture email addresses and cell numbers to offer electronic coupons and automated limited time offers
- Online Mall featuring favorite national retailers





Distinguished Reward Partners



**Republic Parking System
Rewards Program** enables
your travelers to earn their
favorite rewards by parking at
your on-airport parking lots!

